



Las Vegas

PLANNING LAS VEGAS AS A WORLD-CLASS CITY

GROWTH WATCH

PLANNING & DEVELOPMENT And Today's Economy

Since the economic downturn began in 2007, escalated in 2008 and 2009 and now appears to be decelerating in 2010, the Planning & Development Department has been responding accordingly. During the downturn, reassignments have been made to ensure that the proper amounts of staff are assigned to tasks where the work is occurring. Within the case and public planning division, staff has been reassigned to address the reduction in workload.

From 2003-2007, there were generally seven planners assigned full-time to plan check with a monthly average of 238 plan check actions per planner. By 2009, two planners were assigned to this task and were accomplishing 236 actions per month. In case functions, from 2003- mid 2007 there were eight planners handling Planning Commission cases averaging 27 cases per planner per month. In 2009, four planners were handling 28 cases per month. The 43 percent reduction in cases was handled by 50 percent less staff. Front counter contacts

dropped from 33,000 annually in 2007 to 20,000 in 2009, a 40% drop. Staff was reduced from seven to four with a monthly change from 489 contacts per planner per month during 2006-2008 to 410 contacts per planner per month for the period of



City of Las Vegas Planning & Development Department

July 2009 to December 2010.

For the "boom years" 1998-2008 the Finance Department prepared a review of growth in numbers of staff of General Fund departments. During this period,

Planning & Development was very conservative in the growth of the department. The department's increase in staff for the period was 8.1 percent.

During the period of high growth, the Long Range Planning function of the department suffered greatly as evidenced by the department never being able to meet Nevada State Law requirements regarding a compliant General Plan. It was not until 2009 that the City of Las Vegas was in compliance, having all 18

required general plan elements adopted. However, it is crucial that these documents be monitored and updated consistently. In March 2009, the department began the Walkable Communities and Corridor Plan programs. There are two of each of these plans being prepared at this time, working their way through the public input process. Additionally, the massive project of rewriting all of Title 19 and completely redesigning it in a Form-Based Code format and consolidating it with Title 18 is underway. This is being done with

existing staff and with no expense being paid to private consultants. A working group of private sector persons including land use attorneys, land use consultants,

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Development Review Process

The city of Las Vegas is restructuring the Development Review Process (DRP) to more effectively meet the needs of our customers. The DRP is the process by which new development projects (whether they are commercial or residential) are reviewed, inspected, licensed or otherwise approved by the city. It involves several different departments that all have varying responsibilities to ensure that building construction, facility remodels and fixture repairs are done safely, correctly and in accordance with all applicable codes and standards. An outside consultant, Kirchhoff & Associates, was engaged to conduct an analysis of the existing city of Las Vegas DRP. From their review, a report was developed that contains 95 different recommendations on ways the

process could be improved. City Manager Elizabeth N. Fretwell has made the implementation of these recommendations a primary responsibility of Deputy City Manager Jim Nichols. It is vital to the city's mission of being a "world-class, vibrant, affordable, economically and ethnically diverse, progressive city" that when developers and business owners look for new places to site their projects and businesses, the city has an efficient and effective process in place. This will make the city of Las Vegas the destination of choice for developers working in and coming to the Las Vegas Valley. The implementation process is well underway with staff members throughout the city working to make the needed improvements. The goal is to see significant progress in addressing the report find-

ings and recommendations before the end of this year.

One of the first significant milestones for the Implementation Team is the start of three DRP-oriented training classes created by the Human Resources staff. The first of these required classes include a DRP-focused customer service class that will investigate how city staff can better work in partnership with the community to meet customers' expectations and needs. A second class on organizational culture will examine the current DRP culture and discuss expectations for changes. Finally, there is a teamwork class designed to explore what characteristics contribute to an effective team using multiple experiential exercises.

For more information about the DRP analysis (Kirchhoff & Associates report), the city's next steps and related DRP material, visit www.lasvegasnevada.gov/DRP
GW

Land Use Map Corrections

Two projects underway in Long Range Planning will resolve issues associated with our land use maps. The first project is an effort to create consistent naming conventions within all of the land use text found on our maps. As a first step, staff prepared a procedure manual which cross-referenced Title 19 land uses and business licensing codes. This information was used to create a list of standardized land use labels. Staff is currently reviewing the land use map and revising all text to comply with the standardized labels. About ten percent of the city area is complete and it is estimated that the rest of the city area will be completed by the December 2010.

The second project was generated by a recent comparison of the City's Gen-

eral Plan (GP) map and the Zoning map which indicated that there are 7,738 parcels with inconsistent GP and zoning des-



Staff is proposing to correct the land use zoning for Western High School

ignations. One hundred forty parcels had issues related to the incorrect assignment

of a right of way designation. Map corrections which resolved these issues were completed by mid-October. Six parcels (city parks) are owned by the city and were rezoned to C-V (Civic) in January 2010. Additional parcels which also should be zoned C-V are owned by Southern Nevada Regional Planning Coalition partners such as the Clark County School District (CCSD). With concurrence from CCSD, rezonings of these parcels will begin in May 2010. Staff will continue to review the remaining 7,000+ parcels throughout 2010 and will determine the appropriate method(s) to resolve the inconsistencies. For parcels that have relatively little issues, the goal is to complete them by June 2011. Parcels that have several stakeholders (both citizens and developers) and therefore more issues, resolution will take longer and will be completed on a case per case basis.
GW



The Creative Class

In 2004, Richard Florida sounded a battle cry in his book, *The Rise of the Creative Class*, when he declared Las Vegas as the largest region in the country that was being bypassed by the creative class. He defined this class as those people who earn their incomes outside of the service and manufacturing sectors of the economy. These are the innovators and the future economic engines of our society and they are flocking to cities that cater to them. Cities such as Austin, San Francisco and Washington DC are benefiting from this new class by providing environments that attract them. These cities place a high value on such things as historic preservation, public arts and acceptance of diverse cultural lifestyles. In return, more highly educated and talented people are choosing to move there causing these economies to flourish while the nation as a whole suffers the effects of a serious recession.

Las Vegas is working towards changing its environment too. The new Smith Center for the Performing Arts currently under construction will surely complement the emerging 18b Arts District a few blocks away, while the Historic Fifth Street School provides a venue for smaller art-related and cultural events. The new Mob and Neon Museums are also currently being completed and will round out the new cultural attractions in downtown. A new central transit center is being built that will provide easy direct access via public mass transportation to all parts of the valley from one central location. Several forms of new residential units have recently been completed and include Streamline Tower, Juhl and Newport Lofts. These new forms of urban living will help create walkable communities, which the creative class insists on.

In addition, the city of Las Vegas has embraced new priorities by becoming a national leader in the sustainable community movement. This is only a beginning. The private sector and public sector each have a part to play. The future is here and it's the creative class! [GW](#)

American Planning Association Officers in Planning & Development

Several department employees are currently serving as officers in various levels of the American Planning Association (APA) hierarchy. Officers are all elected. Serving as an officer provides an opportunity to shape what we do as planners and to meet other people that share similar interests within the profession.

Margo Wheeler, AICP ~ National APA Chair of the City Planning and Management Division. Margo's duties include presiding over meetings of the division at the national conference and providing leadership and guidance to the division.



Fred Solis, AICP ~ National APA Secretary of the Latinos in Planning Division. Fred's assigned duties include taking minutes at meetings, maintaining division records and other duties as assigned by the chair of the division.



Robert Summerfield, AICP ~ Nevada Chapter APA Vice President. Robert assists the president as necessary, serves as the president in their absence and carries out other duties as assigned.



Courtney Mooney, AICP ~ Local APA Director of the Southern Section of the Nevada Chapter. Courtney presides at meetings of the Southern Section, represents the Southern Section on the Executive Committee of the Nevada Chapter of APA and provides leadership on Section activities and programs.



Nathan Goldberg ~ Local APA Secretary of the Southern Section of the Nevada Chapter. Nathan's assigned duties include taking minutes at meetings, maintaining Chapter records and other duties as assigned by the director of the chapter.



There will be an upcoming Nevada Chapter conference held Sept. 29 through Oct. 1, 2010 at the Historic Fifth Street School in the city of Las Vegas. [GW](#)

Internet Updates

Changes are continually made to the department Internet pages to provide the public with the most up-to-date information. This includes the posting of any new Title 19 ordinances within days of approval by the City Council. The Planning & Development Department is also providing access to all the city's Master Plan Elements and Special Area Plans in addition to a number of maps displaying various types of information.

New pages are also being developed to help community outreach and involvement. The Census 2010 page was created to promote the importance of the 2010

Census and to provide citizens with easy access to important census resources. Another new page is dedicated to the Walkable Community and Corridor Plan initiatives. Here the citizens have access to information about these initiatives and several ways to communicate their ideas about what is significant to them in their neighborhoods for these initiatives to succeed.

It is the goal of the Planning Department that through the use of the Internet that the department is able to provide a reliable and responsive customer service. More changes are being planned now, so check online frequently to see what's new at www.lasvegasnevada.gov/planning [GW](#)



Training Report on Staff Accomplishments

The city of Las Vegas Planning & Development Department seeks to be “A leading planning and development department dedicated to building Las Vegas into a world-class city.” In order to achieve this, planning staff must continue their education in the latest planning issues and solutions, locally, regionally and nationally; they must continue to develop proficiency in their own field as well as supplement their training in personal development skills and technology skills.

The planning staff holds a total of 29 bachelor degrees, 12 master degrees, 11 American Institute of Certified Planners (AICP) certifications and two Graduate certifications in Public Administration.

For calendar year 2009, the Planning and Development staff spent a total of 1,838 hours of training in city classes, Planning Academy and professional organization webinars, conferences and meetings. This meant that the average staff person spent 35.65 hours per year training. The push for staff development has long been a priority of the department for continued improvement in quality and efficiency. A minimum of 40 hours of training for all Planning & Development staff is the goal for calendar year 2010.

Of particular note, in 2009, the Planning & Development Department began a Planning Academy to provide planners with more opportunities for professional development and expand their working proficiency in both theoretical and applied areas of planning. In this year alone, 22 Planning Academy classes were taught and more courses will be developed as new issues are identified that require training.

Other training accomplishments for calendar year 2010 are:

- **Michael Howe, Planner II**, attained a Master in Architecture from UNLV with a special recognition in Outstanding Graduate Student of the Year 2008.
- City Customer Service Certification attained by : **Ben Sticka, Planner II; Alberta Obodai, Planner I; Darline Reeder, Office Specialist II; Angie Horn, Office Specialist II; and Chrystal Jacobs, Administrative Secretary.**
- **Andy Reed, AICP, Planning Supervisor**, and **Peter Lowenstein, AICP, Planning Supervisor** graduated from the city’s Supervisor College program.
- **Courtney Mooney, AICP, Urban Development Coordinator**, graduated from the city’s Leadership Academy.

GW

Census 2010 Quiz

- The first U.S. Census was conducted in:**
 - 1776
 - 1787
 - 1790
 - 1800
- The population total from the first U.S. Census was:**
 - 39,000
 - 390,000
 - 3.9 million
 - 39 million
- The cost of the first U.S. Census was:**
 - \$43,000
 - \$430,000
 - \$4.3 million
 - \$43 million
- The report from the first U.S. Census was how many pages?**
 - 5 pages
 - 56 pages
 - 566 pages
 - 5,660 pages

- The report from the 1990 U.S. Census was approximately how many pages?**
 - 5,000
 - 50,000
 - 500,000
 - 1 million
- For how long do responses on Census forms remain confidential?**
 - 50 years
 - 62 years
 - 66 years
 - 72 years
- How much federal revenue is at stake in Census 2010?**
 - \$250 million
 - 400 million
 - \$250 billion
 - \$400 billion
- How much estimated federal revenue is at stake for Nevada on an annual basis from Census 2010?**
 - \$25 million
 - \$250 million
 - \$2.5 billion
 - \$25 billion

- The Census was initially designed to:**
 - Count population in order to assign each state’s share of the Revolutionary War debt
 - Determine each state’s share of CDBG funds
 - Determine each state’s representation in the House of Representatives
 - Both A and B
 - Both A and C
 - Both B and C
- How many Electoral Votes does Nevada currently have?***
 - 5
 - 6
 - 7
 - 8

* This is important because Nevada is “on the bubble” for receiving an additional seat in the House of Representatives. GW

Answers	1. C	2. C	3. A
4. B	5. C	6. D	7. D
8. C	9. E	10. A	



PLANNING & DEVELOPMENT AND TODAY'S ECONOMY – Continued From Page 1

architects and representatives of SNHBA and NAIOP has been established to review the work.

During this economic downturn the rewrite of Title 19 and writing of community plans is vital to the creation of the type of city that Las Vegas could become. The focus is on creating residential areas of livability and commercial areas that attract and serve the community. Having

plans and codes that facilitate flexibility and encourage high quality development is the goal.

Highly trained professional planners are needed to create these plans. Again, the City of Las Vegas is struggling due to the downturn. In 1993, the Long-Range Planning division had a total of 13 staff, 10 of whom were planners. From 2000-2005, there were the same number of planners

with additional support. Now in 2010, we will be back to the 1993 level of 13 staff but only 8 planners. It is incumbent on department management that planners are fully trained to complete their own projects in all aspects.

Overall the city population has grown and its Planning staff has been reduced as shown in the following table:

FY	Population	Planners	Planner/Pop.
1993	330k	25	1/13.2
1999	466k	33	1/14.1
2005	576k	38	1/15.2
2009	608k	38	1/16.0
2010	609k est.	33	1/18.4
2011	610k est.	25	1/24.4*

*84% Reduction in staffing since 1993.

In no way, however, is the message that the city will be doing less professional planning work. The work load of the Long-Range Division is impressive and is not being reduced.

Planning & Development Department: Long Range Division 2009 Required Function Areas

Plan Preparation & Implementation	
Corridor Plans (8 Total Anticipated)	2
* Development Agreement Reviews	6
Development Standards Updates	1
Form Based Code	
Interdepartmental Coordination: Meetings attended	168
* Master Plan: Elements – Updates	2
* Master Plan: Goals/Policies/Objectives Implemented	10
Regional Coordination: MSHCP – Meetings attended	13
* Regional Coordination: RTC – Meetings attended	22
* Regional Coordination: SNRPC - Meeting attended	32
Regional Coordination: Stormwater Workgroup – Meeting attended	10
ROI's Processed	202
Special Area Plan Updates	2
Text Amendments Adopted	19
Walkable Community Plans (6 total Anticipated)	2

* Required by NRS

The department vision, values and priorities remain the same.

Vision Statement

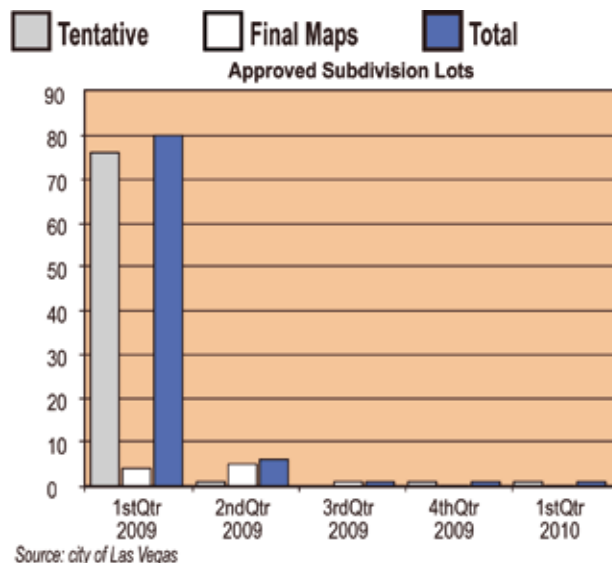
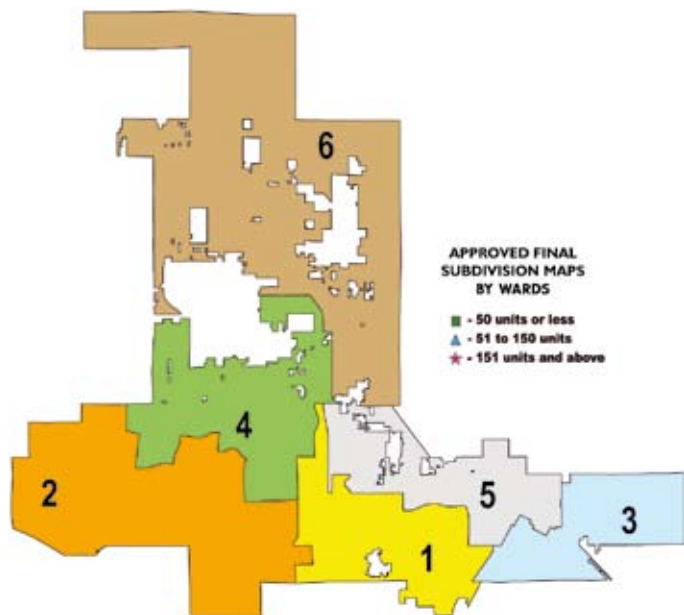
A leading Planning & Development department dedicated to building Las Vegas into a world-class city.

Values

- Professionalism
- Respect
- Innovation
- Dedication
- Excellence

Priorities

- Create relevant plans and documents that are internally consistent, understandable, and accessible.
- Implement the Strategic Plan for the city of Las Vegas.
- **Optimize** the use of our financial, technological, and human resources to improve effectiveness.
- **Develop** dedicated, innovative and loyal professionals who are committed to achieving our mission within a creative environment.
- **Provide** responsive, reliable customer service.
- **Provide** for and foster community involvement.
- **Achieve** professional excellence which is nationally, regionally and locally recognized.
- **Adhere** to the American Institute of Certified Planners Code of Ethics and Professional Conduct. [GW](http://www.gw.com)



Leading Economic Indicators For Clark County

"The Southern Nevada Index of Leading Indicators has been flat for the last year, after dropping like a stone throughout 2008. In fact, it is difficult to have much optimism about the near-term economic picture for Southern Nevada, as the majority of the series comprising the index are either falling or caught in the doldrums. Taxable sales continue to be a drag on the index, dropping by 8.1% from last year and a disturbing 20% from last month. Gross gaming revenue, convention attendance, number of McCarran passengers, and gasoline sales continue to be a drag on the index as well. And although residential and commercial permitting is up, permitting levels are roughly 15% of what they were during the boom years 2003-2006. Southern Nevada will not return to the levels of economic activity enjoyed in 2007 until tourism and residential and commercial investment recover.

Source: UNLV Center for Business and Economic Research,
March 2010

Approved Subdivision Lots			
	Tentative Maps	Final Maps	Total
1st Qtr-2009	76	4	80
2nd Qtr-2009	1	5	6
3rd Qtr-2009	-	1	1
4th Qtr-2009	1	-	1
1st Qtr-2010	1	-	1
% Chg Last Qtr	0.0	0.0	0.0
% Chg Last Year	-98.7	-100.0	-98.8

Leading Economic Indicators						
CLARK COUNTY SERIES	DATE	UNITS	LATEST PERIOD	CHANGE PREVIOUS PERIOD	CHANGE YEAR AGO	CONTRIBUTION TO INDEX *
RESIDENTIAL BUILDING						
Units Permitted	Jan-10	#Units Permitted	492	28.80%	138.83%	0.026%
Permit Valuation	Jan-10	Dollars	\$ 48,544,169	13.77%	96.62%	0.013%
COMMERCIAL BUILDING						
Permits	Jan-10	#Units Permitted	28	64.71%	86.67%	0.065%
Permit Valuation	Jan-10	Dollars	\$ 4,534,102	-97.01%	-95.39%	0.032%
TAXABLE SALES	Jan-10	Dollars	\$ 2,124,884,733	-20.08%	-8.31%	0.020%
McCARRAN AIRPORT	Jan-10	Passengers Enplaned/Deplaned	3,015,368	-2.65%	-0.19%	-0.004%
GALLONS OF GASOLINE	Jan-10	Thousands of Gallons	59,575,155	-4.58%	-5.41%	-0.066%
GROSS GAMING REVENUE	Jan-10	Dollars	\$ 764,363,586	1.49%	-2.21%	-0.016%
CONVENTIONS HELD						
Visitor Volume	Jan-10	People	2,877,716	3.49%	4.04%	-0.007%
Attendance	Jan-10	People	449,917	226.12%	-16.44%	-0.007%
OVERALL CHANGE IN LEADING INDICATOR **	Mar-10		125.89	0.05%	-1.05%	0.05%

* The contribution to the index is a net-weighted average of each series after adjustment for seasonal variation.

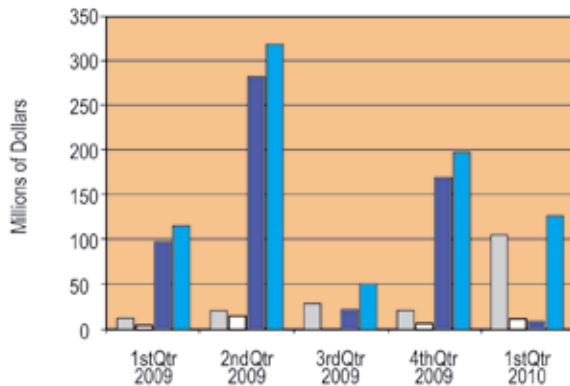
** The index is a six-month forecast (July 1, 2010) from the month of the data (January 1, 2010) and four months from the month of the series (March 1, 2010).

Source: UNLV Center for Business and Economic Research



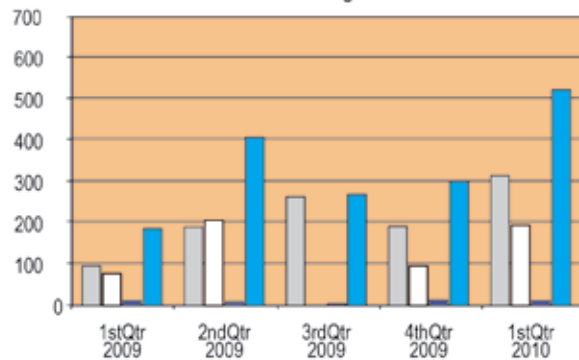
Single Family
 Multi-Family
 Commercial
 Total

New Permit Valuation



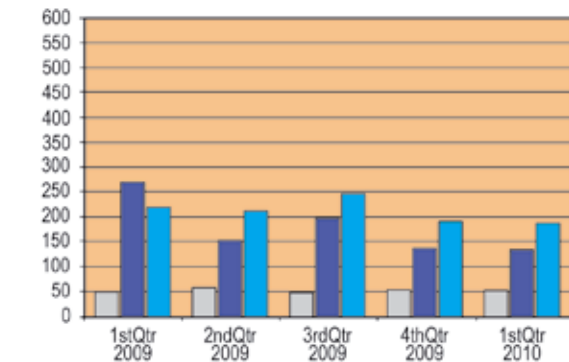
New Permit Valuation				
	Single Family	Multi-Family	Commercial	Total
1st Qtr-2009	\$ 12,689,423	\$ 4,723,363	\$ 97,820,440	\$115,233,226
2nd Qtr-2009	\$ 20,968,528	\$ 14,980,824	\$281,307,807	\$317,257,159
3rd Qtr-2009	\$ 28,927,622	\$ -	\$ 21,971,855	\$ 50,899,477
4th Qtr-2009	\$ 21,236,627	\$ 6,783,239	\$168,815,538	\$196,835,404
1st Qtr-2010	\$105,482,874	\$ 11,933,444	\$ 8,908,185	\$126,324,503
% Chg Last Qtr	396.7	75.9	-94.7	-35.8
% Chg Last Year	731.3	152.6	-90.9	9.6

New Building Permits



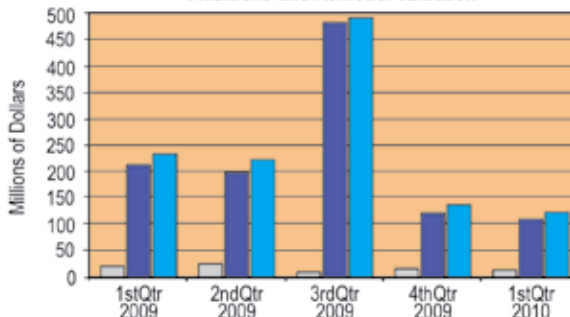
New Building Permits				
	Single Family	Multi-Family	Commercial	Total
1st Qtr-2009	96	78	12	186
2nd Qtr-2009	191	207	9	407
3rd Qtr-2009	264	-	5	269
4th Qtr-2009	192	96	13	301
1st Qtr-2010	315	195	12	522
% Chg Last Qtr	64.1	103.1	-7.7	73.4
% Chg Last Year	228.1	150.0	0.0	180.6

Additions and Remodels



Additions and Remodels			
	Single Family	Commercial	Total
1st Qtr-2009	50	169	219
2nd Qtr-2009	59	153	212
3rd Qtr-2009	49	197	246
4th Qtr-2009	54	137	191
1st Qtr-2010	53	134	187
% Chg Last Qtr	-1.9	-2.2	-2.1
% Chg Last Year	6.0	-20.7	-14.6

Additions and Remodel Valuation



Additions and Remodel Valuation			
	Single Family	Commercial	Total
1st Qtr-2009	\$ 2,083,187	\$ 21,406,131	\$ 23,489,318
2nd Qtr-2009	\$ 2,543,401	\$ 19,919,574	\$ 22,462,975
3rd Qtr-2009	\$ 966,819	\$ 48,545,012	\$ 49,511,831
4th Qtr-2009	\$ 1,575,203	\$ 12,225,763	\$ 13,800,966
1st Qtr-2010	\$ 1,343,116	\$ 11,053,764	\$ 12,396,880
% Chg Last Qtr	-14.7	-9.6	-10.2
% Chg Last Year	-35.5	-48.4	-47.2

Source: city of Las Vegas (including subdivision information)



James R. Nichols Deputy City Manager



Deputy City Manager James R. Nichols

Deputy City Manager James R. Nichols joined the city of Las Vegas on July 6, 2009. Nichols oversees the departments of Planning & Development, Public Works, Building and Safety, Fire & Rescue and Field Operations.

Nichols brings a variety of experience to the city of Las Vegas. He has served in both the public and private sectors over the course of his career. Prior to coming to the city of Las Vegas, Nichols served as deputy city manager for the city of Goodyear, Ariz. for nearly four years managing the City Clerk, Parks and Recreation, Community Services, Engineering, Fire, Public Works and Water Resources departments. His prior work experience includes being a public works director for Surprise, Ariz. and public works director and city engineer in Chehalis, Wash. Nichols also served as the quality control manager for a U.S. Navy construction project in Silverdale, Wash., as a project engineer for the city of Olympia, Wash. and as a staff engineer for a private sector engineering firm in Connecticut. Nichols has also worked in the academic arena as an instructor and program coordinator for a community college in Washington.

Asked what challenges that Nichols sees ahead, "The greatest challenge that I believe we all face is continuing to serve the public in light of a lagging economy and tightening budgets. Our residents have come to expect certain things from us, some of which are essential to their overall health and safety. As our resources are reduced further and further, our need to be creative and 'do more with less' will continue to grow. In some cases we'll need to prioritize our work and attack our tasks very strategically. In the end though, despite all the hurdles that lie ahead, we have a responsibility to our community that we will need to meet."

Nichols earned a Master of Science degree in Environmental Engineering from the University of Connecticut in 1994 and a Bachelors of Science degree in Civil Engineering from Northeastern University in Boston. Nichols has earned the Credentialed Manager Candidate designation from the International City/County Management Association (ICMA) and is a licensed professional engineer in Nevada as well as Washington and Arizona. He has served as the state delegate for the Arizona Chapter of the American Public Works Association (APWA) and has authored two books that have been published by that organization.^{Gw}

RESOURCES

Planning & Development Department:
www.lasvegasnevada.gov/Planning

Development Services Center:
www.lasvegasnevada.gov/DSC

Historic Preservation
www.lasvegasnevada.gov/HPC

Maps:
www.lasvegasnevada.gov/Publications/maps

Publications:
www.lasvegasnevada.gov/Publications/plans

Brochures
www.lasvegasnevada.gov/Publications/brochures

Sustaining Las Vegas:
www.lasvegasnevada.gov/sustaininglasvegas

Las Vegas GROWTH WATCH

City of Las Vegas

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Councilman Steve Wolfson, Ward 2
Councilwoman Lois Tarkanian, Ward 1
Councilman Steven D. Ross, Ward 6
Councilman Ricki Y. Barlow, Ward 5
Councilman Stavros S. Anthony, Ward 4

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